



## DEPARTMENT OF THE ARMY

U.S. Army Corps of Engineers  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

CEHR-D (690-900)

24 January 2002

### COMMANDER'S POLICY MEMORANDUM # 9

SUBJECT: Quality of Worklife Flexibilities

1. Attracting and retaining a world class workforce is critical to the Corps. We must maximize use of management flexibilities to determine *where* employees work, *when* they work, and *how long* they work. These management tools -- telework, alternative work schedules (AWS) and part-time employment -- contribute to the quality of worklife. They help workers balance work and family demands. They provide much needed time for rest and relaxation, and time to participate in community service activities, particularly when fewer hours are needed to commute to and from work.
2. There is a government-wide initiative to significantly expand the telework program. This program allows employees to accomplish their duties at alternative worksites, including their homes. By the end of FY 2004, every *eligible* Federal employee must be *offered* the opportunity to telework. Details about this program and the recently published DoD Telework Policy and Guide will be distributed shortly. Although telework is not suited for every position or every employee and no additional Army or USACE funds are available to support telework arrangements, managers must look closely at their organizations to see how to maximize use of this program.
3. Activity commanders have the authority to set work schedules, including alternative work schedules. AWS has two options: flexible and compressed schedules. While not every Corps position can be staffed using AWS, many can. AWS has been available for a number of years, but may be underutilized in some Corps organizations.
4. Part-time employment is another flexibility management should consider using. It can enhance our efforts to employ and accommodate people with disabilities and those with temporary health conditions. It is also a way to attract skilled workers who do not wish to work full-time or who cannot commit to a full-time schedule, perhaps because of child care or elder care responsibilities. Establishing part-time positions may be appropriate when a full-time worker is not absolutely essential. Consideration should also be given to job sharing, where two part-time workers fill one job. Together, they may bring more creativity and energy to the position than a single employee would.

CEHR-D (690-900)

SUBJECT: Quality of Worklife Flexibilities

5. Supervisors need to understand and make maximum use of these programs. Civilian Personnel Advisory Centers (CPACs) can provide details and ensure that appropriate local bargaining obligations are met.

6. It is USACE policy to use management flexibilities to enhance the quality of worklife for our employees. Doing so offers many potential benefits and strengthens our image as an "Employer of Choice." We will see increased morale, improved productivity and enhanced recruitment and retention, to mention a few of the benefits.

A handwritten signature in black ink, appearing to read "Robert B. Flowers", with a long horizontal flourish extending to the right.

ROBERT B. FLOWERS  
Lieutenant General, USA  
Commanding